



December 11, 2025

News Release

Company: TOPPAN Holdings Inc.
Representative: Hideharu Maro, Representative Director,
President & CEO
(TSE Prime Market, Stock Exchange Code: 7911)
Contact: Kazunori Sakai, Director, Executive Vice
President & CHRO, Overseeing Personnel &
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Notice Regarding Change of Representative Directors

TOPPAN Holdings Inc. (the “Company”) hereby announces that it has resolved, at a meeting of the Board of Directors held on December 11, 2025, to change the Company’s Representative Directors as described below, following deliberations by the Advisory Committee for Nomination and Remuneration.

1. Change of Representative Directors

(1) Reason for the change

Mr. Hideharu Maro assumed the position of President in June 2019. Since then, he has led the Company’s transformation from a traditional print-centered business model to a DX/SX-driven business portfolio, advanced global expansion, and established a management structure responsive to changes in the market environment. With steady progress achieved in these areas, the Company decided to carry out this personnel change, as part of its efforts to rejuvenate the top management team.

Under the new leadership of President Oya, the Company will launch a new medium term plan, integrate TOPPAN, TOPPAN Edge, and TOPPAN Digital, and transition to a Business Unit (BU) structure aimed at facilitating managerial accounting by business unit. Through these initiatives, the Company aims to complete its structural reforms and transform into a high profitable organization. In addition, it will further refine its global business strategies and organizational framework to accelerate its transition toward becoming a truly global enterprise.

(2) Outline of the change

Name	New position	Current position
Hideharu Maro	Representative Director, Chairman & CEO	Representative Director, President & CEO
Satoshi Oya	Representative Director, President & COO	Representative Director, Senior Managing Executive Officer & COO

* Mr. Shingo Kaneko, who currently serves as Representative Director and Chairman, will step down from that position and is scheduled to assume the position of Director and Senior Advisor.

(3) Scheduled date of the change

April 1, 2026

(4) Brief biography of the new Representative Director, President

Name: Satoshi Oya

Date of birth: August 23, 1972

Career summary:

April 1996	Joined Toppan Printing Co., Ltd.
April 2011	General Manager, Planning Unit I, Business Strategy Department, Electronics Division
April 2017	General Manager, Corporate Strategy Department, Corporate Planning Division
April 2021	Executive Officer with Special Assignment of Overseeing the Promotion of the Medium Term Plan, General Manager, Corporate Strategy Department, Corporate Planning Division, and General Manager, Planning Unit I, Business Strategy Department, Electronics Division
April 2022	Executive Officer, General Manager, Corporate Planning Division, General Manager, Corporate Strategy Department, Officer with Special Assignment of Overseeing the Promotion of the Medium Term Plan, and General Manager, Planning Unit I, Business Strategy Department, Electronics Division
April 2023	Executive Officer, General Manager, Corporate Planning Division, General Manager, Corporate Strategy Department, and Officer with Special Assignment of Overseeing the Promotion of the Medium Term Plan
October 2023	Director and Senior Managing Executive Officer; In charge of Sales & Marketing, TOPPAN Inc.
April 2025	President & Representative Director
April 2025	Senior Managing Executive Officer & COO, TOPPAN Holdings Inc.
June 2025	Representative Director and Senior Managing Executive Officer & COO, TOPPAN Holdings Inc.

[Significant concurrent position]

President & Representative Director, TOPPAN Inc.